

EASTSIDE RAIL CORRIDOR | REGIONAL ADVISORY COUNCIL

Options for Next Steps

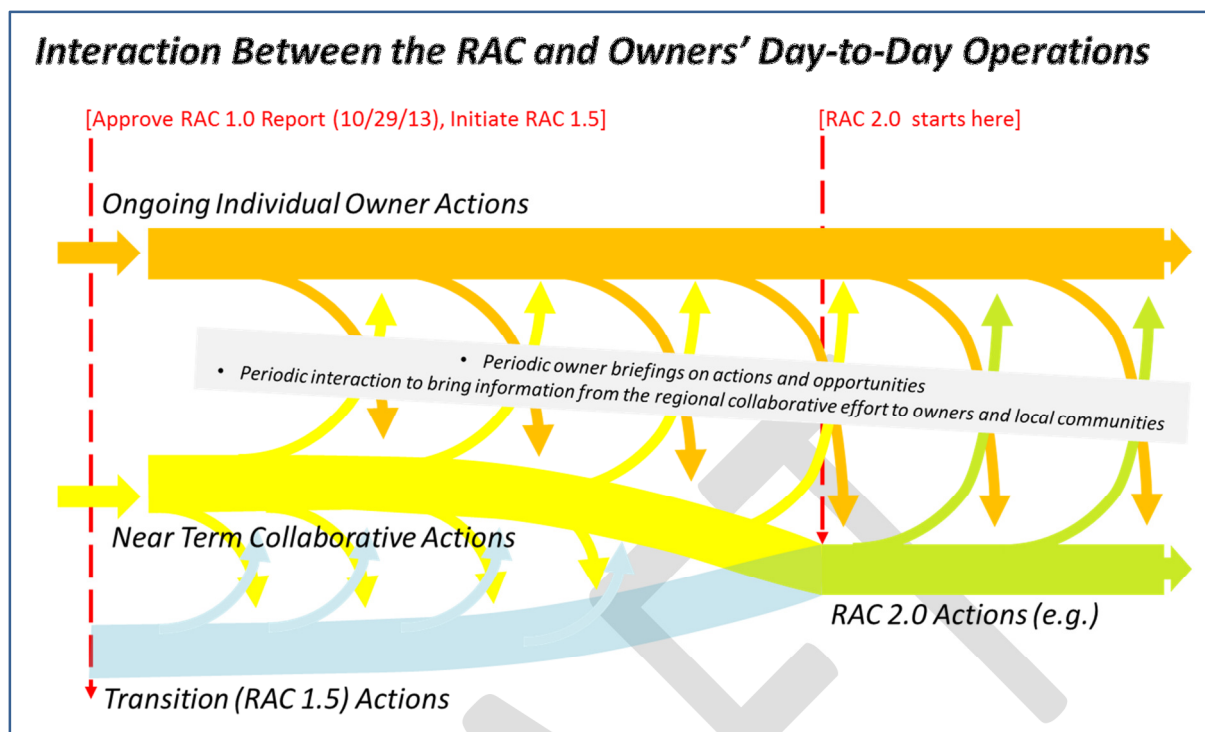
DRAFT: November 18, 2013

Introduction. The members of the Eastside Rail Corridor (ERC) Regional Advisory Council (RAC) approved a report on October 29, 2013, describing their work to date, recommending specific next steps for planning and developing the ERC, and reiterating their shared vision for the ERC as a multi-use corridor of regional significance. In the report, RAC members committed to work together to create a scope, work plan and schedule for their next phase of work (RAC 2.0). The purpose of that next round of collaborative planning would be to:

- **Serve as the keepers of the long-term vision**, proposing policies and focusing on changes needed to regional and local planning documents;
- **Implement the report recommendations** as the next step in the collaborative development of the corridor within the established authority of each owner;
- **Advocate** with state and federal legislative delegations;
- **Enlist community and business support** in the corridor's development;
- **Consider options and strategies** for an ongoing forum for collaborative, coordinated decision making and implementation; and
- **Collaborate** at a staff level on specific planning and development issues.

Since that time, a principals staff team – comprised of staff from the owner entities - has been meeting to discuss potential options for the next stages of the RAC's work. These options are presented here for RAC consideration.

Interactions Between the RAC and Owners' Day-to-Day Operations. The principals staff team began by diagramming the current and potential interaction between collaborative ERC efforts and the efforts of individual owners.



The diagram above shows:

- **Ongoing individual owner actions** (top arrow, orange). Even as the RAC continues its work, each of the owners will continue with their individual day-to-day activities on their portions of the corridor. Redmond and Kirkland will continue to develop their portions; King County will begin its trail master planning; Sound Transit will continue work on East Link; and PSE will continue planning for utility uses on the corridor.
- **Near-term collaborative actions** (middle arrow, yellow). Some of the day-to-day activities of the owners will require near-term collaboration to coordinate their respective interests. For example, PSE, King County and Kirkland are currently collaborating on PSE's siting of utility poles for its Sammamish-Juanita 115 kV project.
- **Transition (RAC 1.5) actions** (lower arrow, blue). Following the RAC's agreement on its report, principals staff have been working to prepare options for the RAC's next phase of work. The RAC will meet in December to consider options for the RAC 2.0 organizational structure, a prioritized work plan comprised of the recommendations from the report, and implementation roles and responsibilities.
- **RAC 2.0 actions** (lower arrow, green). After RAC members agree on an organizational framework and work plan for their next phase of work, they will work to refine and evolve the vision for the corridor, coordinate on corridor

improvements, coordinate and advance federal and state lobbying efforts, coordinate planning and policy development activities, solve problems affecting implementation, sustain and build partnerships, maintain continuity over the long term, and track and celebrate owner actions that support the vision.

As the diagram shows, this will be an iterative, interactive process. There will be coordination between individual owner actions and the work of the RAC through periodic owner briefings on actions and opportunities, as well as periodic interaction to bring information from the regional collaborative effort to owners and local communities.

Leadership Steering Function and Engagement Options. After diagramming how the RAC and individual owners could interact and collaborate to advance the shared vision for the corridor, the principals staff team began outlining options for the RAC's consideration for how RAC members could organize themselves and interact with neighboring jurisdictions, community members, potential funders, and other stakeholders.

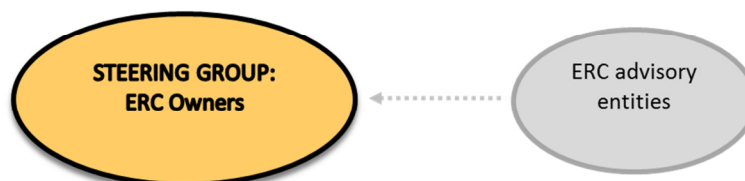
Each of the options below places a "Steering Group" at the heart of the leadership framework, with the most influence over the collaborative efforts to achieve the RAC vision for the ERC. The Steering Group members would include the five owners: King County, PSE, Sound Transit, Kirkland and Redmond. The Steering Group would conduct their business on a consensus basis.

The owners could choose to include additional entities in the Steering Group but these options do not reflect a broader Steering Group. Any entity invited to participate formally in the RAC effort would need to embrace the RAC's multiple-use vision for the ERC in order to play a formal role.

The options below vary in the degree of the formality in the relationship between the five owners and non-owner entities and the extent to which non-owner entities engage in the implementation of RAC recommendations. All three options could result in the same entities being involved, but the nature and regularity of their involvement would depend on the option chosen.

The options also vary in their implications for resources needed to maintain the structure indicated. In general engaging more entities more formally will entail greater resource needs.

Option A: Status Quo. The principals staff team began with the status quo, the way the RAC functioned during 2013. As Option A, below, shows, a Steering Group comprised of the corridor owners, would interact informally and on a task- or topic-specific basis with advisory entities, such as non-owner jurisdictions, stakeholders, and entities with authority that could significantly aid the vision for the corridor.

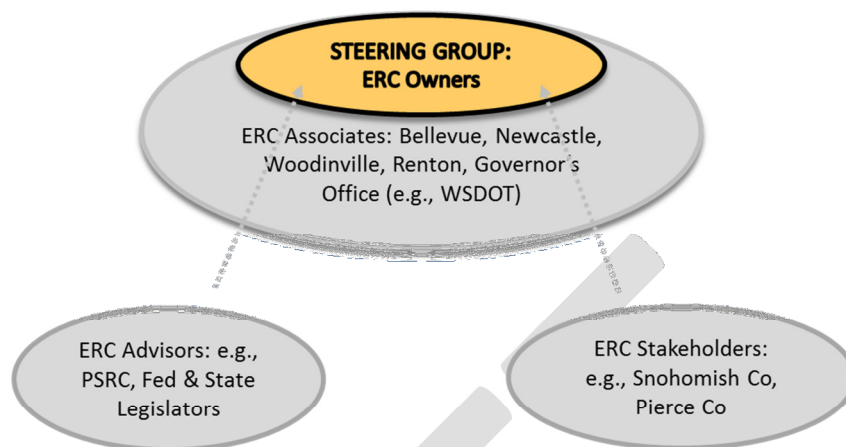
Leadership Steering Function and Engagement Option A: (status quo)

Option B: Roundtable model. The principals staff team also considered an option that would facilitate a “nesting” of associates and stakeholders within a “roundtable” structure, in terms of their interactions with the owners’ group. As the diagram below shows, the group of ERC associates in this model – which could include non-owner cities in close proximity to the corridor, as well as entities with jurisdiction that could significantly aid the RAC vision – would be “nested” near the steering group. ERC stakeholders – which could include entities with interests that align with or are affected by the RAC vision – would also be identified for interaction with the steering group in this model. Contact between the Steering Group and associates would be more frequent, interactive, and substantive relative to both Option A and the contact with the stakeholders in this option.

Leadership Steering Function and Engagement Option B: (big roundtable)

Option C. Distributed Model. As the principals staff team’s work evolved, the team considered a third potential option that would more clearly differentiate between the different types of stakeholders and their interactions with the corridor owners. As the diagram below shows, in this model the steering group would interact with three different types of partners:

Leadership Steering Function and Engagement Option C:



- **ERC Associates**, including the cities of Bellevue, Newcastle, Renton, Woodinville, and the State of Washington Governor's office (and through that office potentially engaging the Washington State Department of Transportation (WSDOT)), would include non-owner cities in close proximity to the corridor, as well as entities with jurisdiction that could significantly aid the RAC vision.
- **ERC Advisors**, including the Puget Sound Regional Council, as well as Federal and State legislators, who could share valuable information or funding.
- **ERC Stakeholders**, including Pierce and Snohomish counties and other interested community members and groups that have an interest in the corridor's future.

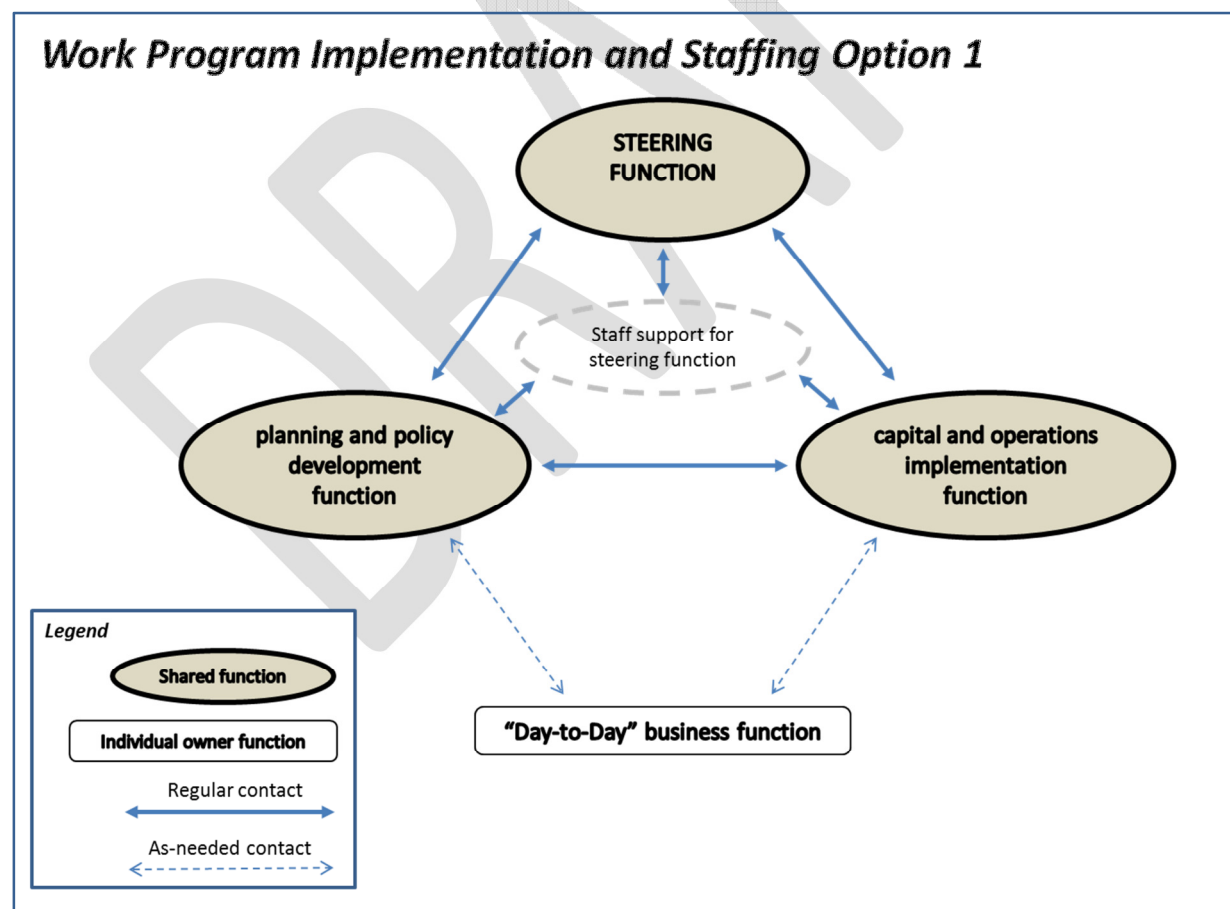
In this option the Steering Group has the most frequent, interactive, and substantive interaction with the Associates. The Steering Group interacts with an Advisors group on a focused subset of implementation topics, for example securing funding to support implementation activities. The Steering Group would engage informally and less frequently with a Stakeholders group to share information and sustain broad community support.

Work Program Implementation and Staffing Options. In addition to considering a leadership structure for the RAC owners, the principals staff team has also considered several different options for RAC consideration for different ways the RAC could be staffed moving forward. As with the leadership options, the staffing structure options evolved as the principals staff team worked. In all of the options shown below the Steering Function directs all work undertaken by the staff and facilitation functions in support of implementing RAC recommendations.

Implementation Option 1. The first option shows how staff support functions could be divided into two types of tasks:

- **A planning and policy development function**, which could identify and evaluate programmatic and policy-driven opportunities and constraints affecting achievement of the vision for the corridor; and
- **A capital and operations implementation function**, which could coordinate and track the implementation of joint capital projects, consult on projects and activities that could affect the interests and rights of other owners or of their ability to achieve the vision for the corridor, and identify opportunities for projects and activities to help achieve the vision.

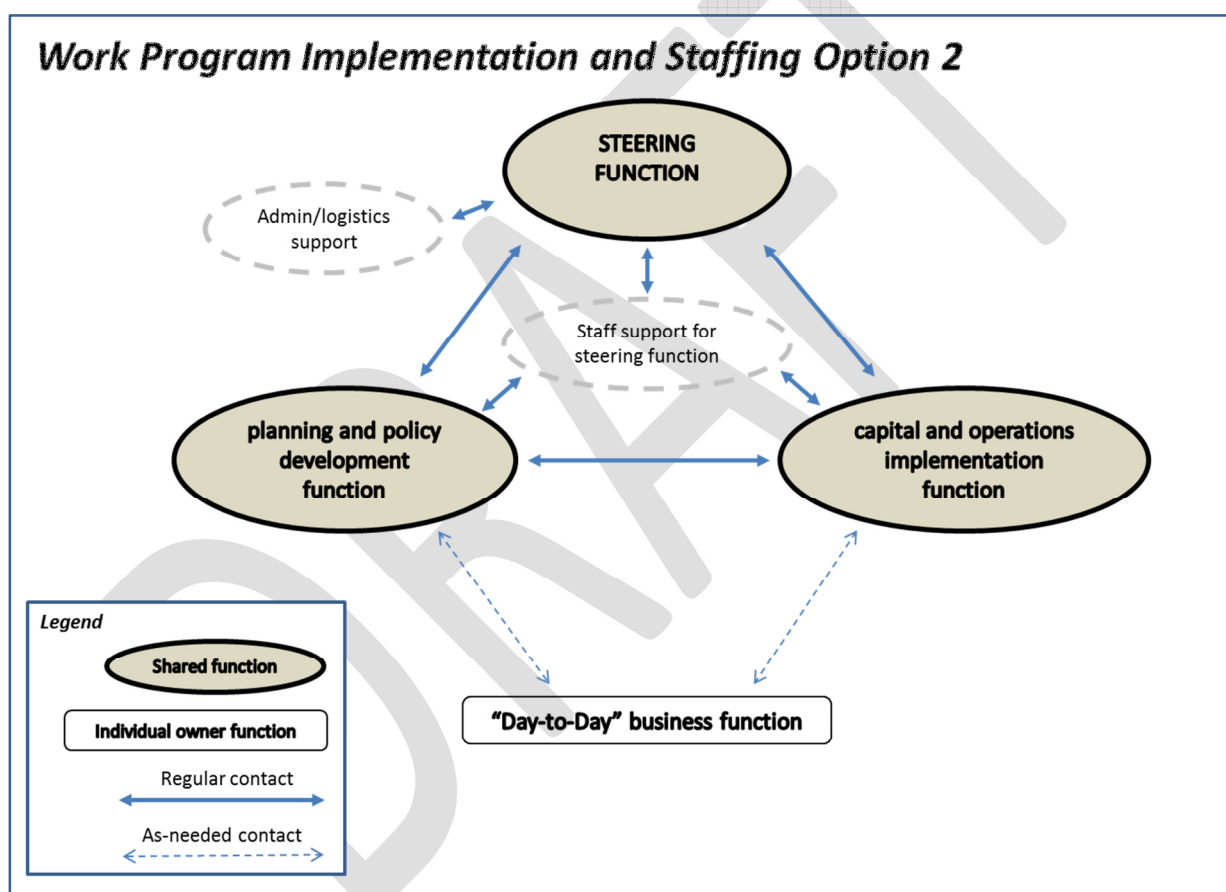
These staffing functions could support both the Steering Function, as well as the day-to-day activities of the owners. The Steering Function, as described above, would be performed by the corridor owners with interaction with stakeholders, organized as determined by the owners. The day-to-day business functions would be the ongoing work of the owners, both the tasks carried out individually as well as the tasks that would involve collaboration with other owners and stakeholders.



Implementation Option 2. A second option would more clearly account for the administrative and logistical support needed by the Steering Function, while still showing the two different types of tasks that technical staff would address to support the steering group. As with the first option, those different functions would be both:

- A planning and policy development function, and
- A capital and operations implementation function.

Also, as with the first option, this second implementation option would show how technical staff could (through the [planning and policy and capital functions]) help provide support for both the overall Steering Function and for the ongoing day-to-day activities of individual owners.

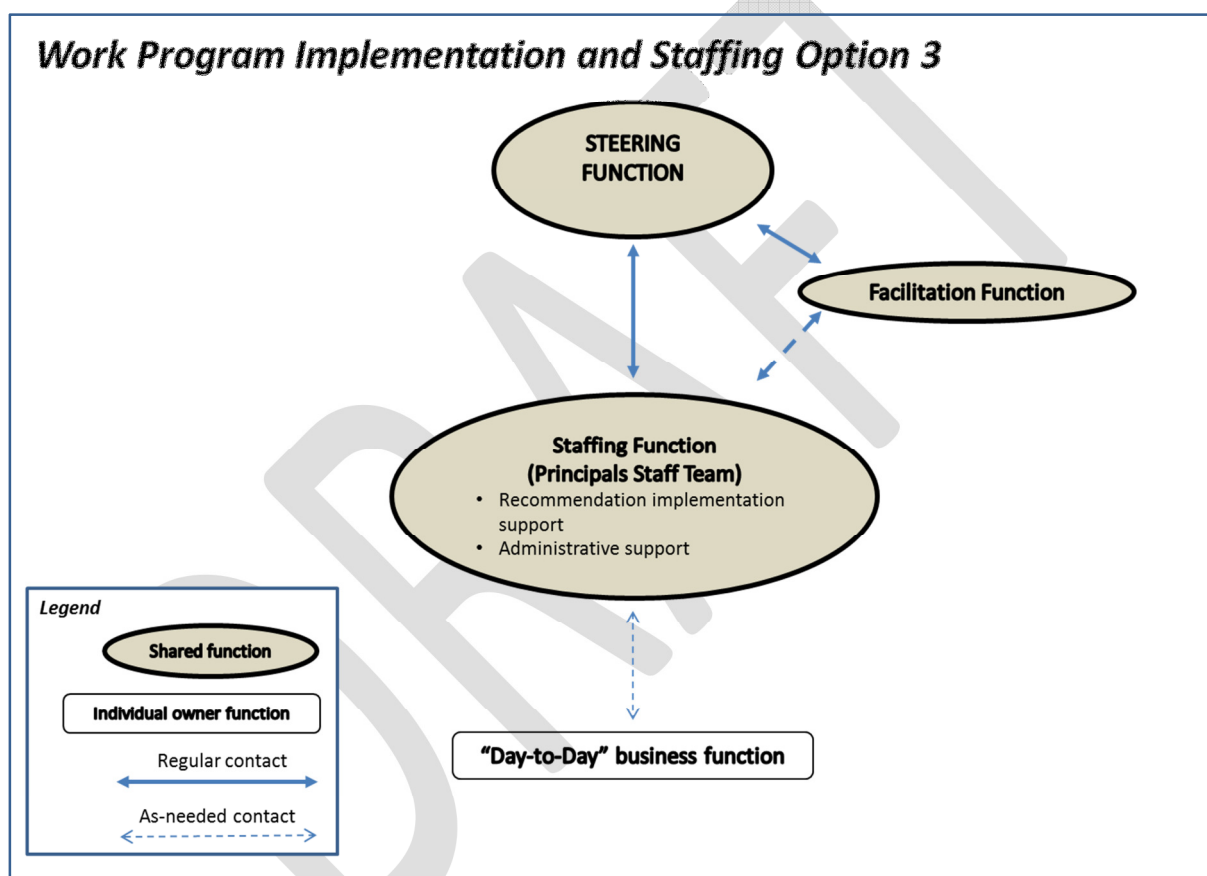


Implementation Option 3. The third option was developed as the principals staff team’s work evolved. It shows a simpler, more streamlined approach to the work. Staff on the team expressed concern that showing the types of work to be done as two distinct activities could potentially imply that two different types of formal groups would be required, with implications for the level of resource needed. Instead, the principals staff team felt that technical staff would interact on different types of issues as needed and as determined by the interests and ongoing work of the corridor owners.

As a result, the Staffing Function shown in this option encapsulates the needed administrative support for the RAC's work, as well as both of the technical staff functions that had been identified in the other options:

- A planning and policy development function, and
- A capital and operations implementation function.

This option also explicitly calls out the need for some type of a Facilitation Function to facilitate periodic meetings of the leadership group for the ongoing collaborative planning and implementation effort guided by the October 2013 RAC report recommendations.



Work Plan. The principals staff team has also been working to prioritize and develop a work plan table and timeline for the recommendations identified by the RAC members in their October 2013 report. This work plan table and timeline indicate time-sensitive issues, outline a potential timeline for when different issues could be pursued, and indicate which issues would need to be directly addressed by the Steering Function and which could be addressed by technical staff. A proposed work plan table and timeline document is attached separately.

The work plan table lists all of the recommendations from the RAC report. Each row includes the recommendation code number and text. As a means to help translate the

recommendations into a prioritized work program staff categorized the recommendations by the “Primary” and “Secondary Functional Home” within the implementation structure that would likely be most responsible for implementing a recommendation. Staff used the table to identify which ERC owners and non-owners would likely be most engaged in implementing a recommendation, as noted in the “Primary Owner(s) for Implementation” and “Key Non-Owners Needed” columns.

The table column “Addresses an Identified “Issue of Urgency”?” indicates which recommendations are called out as urgent in the RAC report. The table columns under the “Timeline for Action” heading allow for identifying when action will be needed for each recommendation, with a time horizon in the table of 4Q2015. This initial version of the table shows timing considerations only for the urgent recommendations. Timing considerations for the additional recommendations will be assessed as fundamental structure and staffing level issues are addressed and work program specifics are resolved.

Next Steps. These options will be presented to the RAC for their consideration in December 2013. Following the RAC’s decision about next steps, a meeting schedule and work plan for 2014 will be proposed.